

COMMITTEE ON PLANNING & DEVELOPMENT
(Standing Committee of Berkeley County Council)

Chairman: Mrs. Judith K. Spooner, District No. 2

Members: Mr. Milton Farley, District No. 1
Mr. William E. Crosby, District No. 3
Mr. Charles E. Davis, District No. 4
Mr. Steve M. Vaughn, District No. 5
Mrs. Judy C. Mims, District No. 6
Mr. Caldwell Pinckney, Jr. District No. 7
Mr. Henry L. Richardson, Jr., District No. 8
Mr. James H. Rozier, Jr., Supervisor, ex officio

The COMMITTEE ON PLANNING & DEVELOPMENT met on Monday, October 15, 2001, Berkeley County Office Building, 223 North Live Oak Drive, Moncks Corner, South Carolina, at 6:03 p.m.

PRESENT: Mrs. Judith K. Spooner, Council Member District No. 2, Chairman; Mr. Milton Farley, Council Member District No. 1; Mr. William E. Crosby, Council Member District No. 3; Mr. Charles E. Davis, Council Member District No. 4; Mr. Steve M. Vaughn, Council Member District No. 5; Mrs. Judy C. Mims, Council Member District No. 6; Mr. Caldwell Pinckney, Jr., Council Member District No. 7; Mr. James H. Rozier, Jr., Supervisor, Jr., ex officio; Mr. D. Mark Stokes, County Attorney; and Ms. Barbara B. Austin, Clerk to County Council. Mr. Henry L. Richardson, Jr., Council Member District No. 8 was excused.

The requirements of the Freedom of Information Act have been complied with by posting the time, date, place and copy of Agenda of this Committee meeting of Berkeley County Council at the entrance to the Berkeley County Office Building, 223 N. Live Oak Drive, Moncks Corner, South Carolina, and a copy of such notice was mailed to all Council Members and the News media.

Chairman Spooner called the meeting to order with reading the first item on the agenda, James H. Rozier, Jr., Berkeley County Supervisor, Re: Presentation of Berkeley County Government's Strategic Plan for 2001.

Mr. Rozier reviewed the recommended Strategic Plan with the Council. The Strategic Plan is as follows:

STRATEGIC PLAN 2001
FOR
BERKELEY COUNTY GOVERNMENT

A Strategic Plan is an important tool for any organization. It ensures that everyone in the management level has input into the direction of the organization in specifically identifying the organization's responsibilities, its goals, and the methods used to achieve those goals. It helps

those involved in carrying out the plan understand the reasons behind many upper management decisions and promotes a sense of ownership and responsibility for the success of the operation. The process of developing the plan also provides tremendous opportunity for sharing information and learning about the role each department plays. So while identifying the organization's desired destination the route to get there, the process builds the team to achieve that goal.

Berkeley County Government held a two-day strategic planning session at Wampee, Santee Cooper's conference center. Two department directors were out of town and unable to attend the sessions, but till the other department heads under the direct supervision of the County Supervisor, fifteen participants, were present for both days. Those in attendance were:

Pam Powell – Administrative Services
Kip Pratt – Airport
Ronnie Williams – Assessor
John Scarborough - Economic Development
Frank Carson – Engineer
Greg Rines - GIS
Marie Wauben - Human Resources
Mark Stokes – Legal
Carole Grant – MIS
Robbie Metts - Planning and Zoning
Al Kennedy - Public Information
John Hamer – Purchasing
Jim Rozier – Supervisor
Ginger Hamilton - Tax Collector
Mark Hehn - Water and Sanitation

The sessions were facilitated by Glenn Brown and Cile Spivey of Santee Cooper. The format as described by Glenn and Cile was an eight-step planning process: 1) Define Mission; 2) Identify issues to be addressed in the next 2-3 years; 3) Select the top 3-6 issues; 4) Model the issues and develop objectives; 5) Discuss education needs (optional); 6) Develop strategies; 7) Develop action plans for strategies; and 8) Develop communication plan.

Several weeks prior to the session all department directors were given a questionnaire and asked to return it a week before the session began so that the responses could be collated prior to the first day. There were five questions, the first offered a basis for a mission statement - "To provide the highest quality public services at the lowest cost to the citizens of Berkeley County" - and asked, "Are you satisfied with this statement or do you recommend changing it?" A space for recommended changes was provided and then the respondent was asked the reason for the recommended change(s).

Question two: "In your judgment, what are the three most important issues/opportunities facing Berkeley County in the next three years? Write a sentence to describe each issue area (1 sentence per issue)."

Question three: "In order of priority, list our top three customers/stakeholders."

Question four: "What are the three most important products/services we provide?"

Question five: "What are the three most important values we stand for?"

There were twenty suggested changes to the Mission Statement, some specific, some general and more thematic. Suggestions for the three greatest issues/opportunities facing the County in the next three years included Growth, Economic Development, Education, Environment, Leadership, Employee Issues, Government Services, Safety, Taxes, and Infrastructure. There were nineteen different responses for our top three customers/stakeholders. The top three vote getters were: Citizens/Residents of Berkeley County (15 votes), Business & Industry (9 votes), and Employees of Berkeley County (7 votes). Taxpayers (5 votes) was fourth. There were many suggestions for the three most important products/services we provide. These ranged from Public Safety, Public Works, and Economic Development to Friendly, Effective Customer Service and Opportunity. There were over fifty responses to the three most important values we stand for. The top vote getters were Honesty (8 votes), Integrity (6 votes) and Fairness (3 votes) with Ethics a close fourth.

Once the issues had been identified and discussed, the facilitators explained the Modeling Technique and the four components - Core Components, Internal Factors, External Factors, and Desired Results - of the process.

Core components are just what they sound like - the heart of the issue; things that drive the issue, in order of effect on the issue. These usually can be reduced to two to four items. For the issue of "Taxes", for instance, two core components could be "Maintaining Services" and "Minimizing Costs."

Internal Factors are things that we have control over that effect the issue. We control issues like budget process, industrial recruitment, grant application, proper maintenance of resources, and employee output.

External, Factors are those over which we have limited or no control. Examples of external factors are national and world economy, federal and state mandates, base closures and natural disasters such as hurricanes.

The Desired Results are obviously the net outcomes you hope to achieve from the issues. On the issue of taxes, three desired results are a low and equitable tax, a broad diversified tax base, and quality services.

As issues were suggested and components of those issues were identified, everything was written down and then discussed, encouraging additional ideas and discovering where commonalities existed to combine issues - broadening the horizons of thought while narrowing the focus of our mission.

When this phase of the exercise was completed we used these core components to identify three broad objectives that encompassed nearly all the issues and desired results we had discussed. By following the same process of identifying, writing down, discussing, expanding and combining, we developed a reasonable number of strategies to accomplish each of the three stated objectives.

This brought us to a close of the retreat. The two-day exercise was an interesting and valuable one, which demonstrated the diversity in thought and the wealth of ideas to be found within our County's leadership. It also demonstrated our ability to work together as a team to achieve our common goal. Our facilitators took all the compiled information and put it into a form from which we can move forward to the accomplishment of our objectives and subsequently our stated mission. It defines our "Action Plan" and lists each Objective and the Strategies to achieve those objectives. It leaves us with the responsibility of determining the Person Responsible for each Strategy, the Resources Required, Target Date, and Feedback Mechanism. A group of five of the participants formed a committee to determine who was responsible for the strategies. That committee was composed of Carole Grant, Ronnie Williams, Ginger Hamilton, Greg Rines, and Al Kennedy. Some of the responsibilities fall to entities outside Berkeley County Government, such as the State Department of Commerce, the Berkeley and Metro Chambers of Commerce, and the Land Owners Association. Most of the responsibility falls to the various County departments, the Supervisor and County Council. Those entities will determine the needed resources, target dates and feedback mechanism. It is now time to present our Mission Statement, Objectives, Strategies and Action Plan to Council and move forward.

The following is the result of our Strategic Planning Retreat. The parties responsible for carrying out the action plan are listed in parenthesis after each strategy. This is a working document, a roadmap for the next few years that will guide us to a Berkeley County that we, as leaders in County Government, see as the desired destination for us and for future generations.

MISSION STATEMENT

THE MISSION OF BERKELEY COUNTY GOVERNMENT IS TO CONTINUOUSLY ENHANCE THE QUALITY OF LIFE IN BERKELEY COUNTY THROUGH EFFICIENT PUBLIC SERVICE.

OBJECTIVES AND STRATEGIES

OBJECTIVE 1. TO PROVIDE HIGH QUALITY, APPROPRIATE PUBLIC SERVICES THROUGH THE EFFICIENT USE OF AVAILABLE RESOURCES

Strategies

- Prioritize services (All levels of management)
- Improve internal operating procedures and streamline internal communications
- (Based on level of authority and scope of effect)

- Expand employee training and awareness (Department Directors, Human Resources and MIS)
- Provide delivery of service through internet and satellite offices (Department Directors, Legal, MIS, and GIS)
- Retain and recruit quality staff (Department Directors, Human Resources and County Council)
- Update County Council about department operations and services (Supervisor)

OBJECTIVE 2. TO PROMOTE RESPONSIBLE GROWTH BY BALANCING ENVIRONMENTAL PROTECTION AND ECONOMIC DEVELOPMENT

Strategies

- Develop strategic infrastructure plan (Water & Sanitation, Engineer, Economic Development and State Department of Transportation)
- Continue implementation of Comprehensive Land Use Plan and promote reasonable flexibility in zoning and enforcement (Planning, County Council, Planning Commission, Board of Zoning Appeals)
- Continue aggressive recruitment and retention and selective industries (Economic Development, Chamber of Commerce, Regional Development Alliance and State Department of Commerce)
- Continue implementation of voluntary "green and blue spaces" plan (Soil Conservation District, Supervisor, Planning, Economic Development and Land Owners Association)
- Increase public awareness and citizen involvement (Supervisor, Public Information, Conservation District, Landowners Association)
- Promote regionalism (Regional Development Alliance, Council of Governments, County Council, Berkeley Chamber, Metro Chamber, Utilities, Public Information)

OBJECTIVE 3. TO OPERATE A FINANCIALLY RESPONSIBLE COUNTY GOVERNMENT WHICH MINIMIZES COSTS TO OUR CITIZENS

Strategies

- Identify other sources of revenue and expand tax base (Auditor, Department Directors, Economic Development, Treasurer, Assessor, County Council)
- Better inform the public about County finances (Supervisor, County Council, Finance Department)
- Continue "zero based budgeting" with increased Director training (Supervisor, County Council, Department Directors, Human Resources and Finance)
- Implement long range budget and capital planning (Supervisor, Department Directors, County Council)
- Explore privatization of public services (Supervisor and County Council)

Chairman Spooner indicated she would like to hold this item in Committee.

It was moved by Council Member Farley and seconded by Council Member Mims to adjourn the Committee on Planning and Development. The motion was passed by unanimous voice vote of the Committee.

The meeting was adjourned at 6:13 p.m.

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There will be a Meeting of the COMMITTEE ON PLANNING AND DEVELOPMENT, Standing Committee of Berkeley County Council, on Monday October 15, 2001, in the Assembly Room, Berkeley County Office Building, 223 N. Live Oak Drive, Moncks Corner, South Carolina, at 6:00 p.m.

AGENDA

A. James H. Rozier, Jr., Berkeley County Supervisor, Re: Presentation of Berkeley County Government's Strategic Plan for 2001.

October 10, 2001
S/Barbara B. Austin
Clerk of County Council